

# Capacity Building Workshop

## Exercise: Strategic Shift

### Group 1

#### Strategies

- *Time off Certificates\**
- Candy
- Gift Certificates
- Award
- Conferences
- Employee/Volunteer Banquet
- Mental health days
- Flexible schedules
- Article in newsletter
- Letter of appreciation
- Time off for education/advancement
- Thank you
- Extra activities/non-job related training
- Birthday/Anniversaries
- Christmas bonus
- Secret pals/Santa
- Group Projects/Volunteer
- No interest loans to employees

#### Barriers

- Program needs/case load  
Unit Costs  
Unfair Reward System
- Record Keeping  
Work is waiting for you
- Management Policy  
Objective criteria  
Perceived as –  
Reward  
Or  
Not Desirable

#### Overcoming Barriers

- Management Policy
  - Input from bottom up to supervisor/executive director.
  - Get Support from executive director.
  - Examine existing policies/procedures or revise.
  - Employee's follow-up w/ supervisor/executive director.
  - Inform all staff of new policy.
- Record Keeping
  - Submit schedules for flex time in advance.
  - Honesty- Accuracy of time keeping.
  - One focal person for time keeping.

#### Action Plan

- Management Policy
  - Input from bottom up to supervisor/executive director.
  - Get support from executive director.
  - Examine existing policy/procedures or revise.
  - Employee follow-up.
  - Inform all staff of new policy.
  - Submit to powers that be.
  - Inform all staff of new policy.
  - Implement

\* *Strategy Selected*

## Group 2

### Strategies

- Personal Day (Time) off
- Coupons – Time off/Preferred Parking
- Employee of the month
- Certificate of appreciation
- Skill Development
- ***Recognizing other talents \****
- Board Recognition
- Opportunity to submit Abstracts/Publications
- Travel for Educational/Networking

### Barriers

- Not tangible
- Political
- Not a fair process of selection
- Relevance to job
- Extra work
- Not friendly competition
- What is used to recognize talent (perk or work)
- Some don't want recognition (too personal) if it doesn't compliment their job.

### Overcoming Barriers

- Management consults employee before giving public recognition.
- Extra work creates “realistic” opportunity for advancement.
- Policies and Procedures that are “clear and concise” – “fair to all”.
- “Win/Win based competition”
  - Recognize teams vs. individuals

### Action Plan

- Selection Committee
- Clear policies and procedures
- Keep it simple

## Group 3

### Strategies

- ***Time off/Time Flexibility\****
- Salary increase
- Picture of employee of the month
- Promotion
- Movie Day
- Celebrations: Birthday/Holiday/etc.
- Fun days
- Newsletter recognition
- Paid lunch
- First pick at vacation time
- Certificate of appreciation
- Change title
- Larger office
- Tuition Reimbursement
- Raffle
- Stars & Gift

### Barriers

- No time to “take time off”
  - Specialization of job
  - More work to come back to
  - Inflexible supervisor
  - “On call”
  - Conflict w/requested time off
  - “Use it” or “lose it” policy
  - No alternate reward option for time off
  - “Take home” work
  - Phone calls/pages when off about job related issues

### Overcoming Barriers

- Cross train others
- Propose Policy Change
  - Agency/Division Wide
  - Get manager buy in for program coverage
- More individuals “on call”
- Develop policy for leave
- Better planning to discourage taking work home.

### Action Plan

- Develop policy for leave
  - Input from ground up
- Propose policy change
- Implement internal support
- Implement policy
- Constant evaluation and improvement (tweaking)

\* ***Strategy Selected***

## Group 4

### Strategies

- Sharing successes/client stories
- More “helpful” individual attention
- Input into programming activities
- Promotion
- Time off
- Flexible schedule/time
- Parking place “Employee of the Month”
- ***Working at home\****
- Gifts
- Recognition via letter, plaque, announcement at meeting or email
- Training/Continuing Education
- Party/Social gathering
- Conferences
- New or change of responsibilities
- Added resources

### Barriers

- Need a reliable (compatible) computer
- Confidentiality
- Supervisory trust
- Distractions
- Agency policy & limitations
  - justifying w/ funders
- Interactions w/ clients and other staff
- Crisis at job site
- Occupational limitations
- Agency Culture
- Issues of favoritism

### Overcoming Barriers

- Designated office/desk/file cabinet
  - Computer password
  - Lock & Key for documents
  - Develop well planned policies and procedures
  - Quality control
- Tele Conference/Speaker Phone
  - Email
  - Fax
  - Funds for office equipment

### Action Plan

- Develop work at home policies.
  - Check out other agencies policies.
  - Get input from employees regarding policies.
- Develop work product expectations.
- Project benefits to office (space), environment (less pollution).
- Communicate to other programs.
- Check liability.
- Develop a schedule.
- Pillow for flexibility for different staff.
- Be prepared to respond to client concerns.
- Be accessible.

\* *Strategy Selected*

## Group 5

<u>Strategies</u>	<u>Barriers</u>	<u>Overcoming Barriers</u>	<u>Action Plan</u>
<ul style="list-style-type: none"> <li>• Emails of Appreciation/ "Pick me up"</li> <li>• Certificates of Recognition/Achievement</li> <li>• "Thank you" cards</li> <li>• Day off/Time off</li> <li>• Training/Conferences</li> <li>• Exceptional performance evaluation</li> <li>• Luncheons/Potluck/ Birthday party</li> <li>• Role play/exchange roles "Boss for a day"</li> <li>• Gifts that were donated</li> <li>• Pizza lunches</li> <li>• Jokes</li> <li>• Public recognition/Praise/ Positive Affirmation</li> <li>• "Employee of the month" Parking Space</li> <li>• Tokens of Appreciation</li> <li>• Trust</li> <li>• Flowers</li> <li>• <b><i>More responsibility*</i></b></li> <li>• Retreats</li> </ul>	<ul style="list-style-type: none"> <li>• Perception of unfairness among other employees.</li> <li>• Why should I do all the work?</li> <li>• Job description incompatibility.</li> <li>• May require more training than we can get.</li> <li>• Employee expects more money.</li> <li>• Employee could start abusing privileges and responsibilities.</li> <li>• Program impact (negative).</li> <li>• Burn-out</li> <li>• Perceived as overstepping job duties.</li> <li>• "Brown-Noser"</li> <li>• May contribute to person leaving.</li> <li>• Initial responsibilities may suffer.</li> </ul>	<ul style="list-style-type: none"> <li>• Burn-out               <ul style="list-style-type: none"> <li>- Talk with employee (ask) re: preferable responsibilities &amp; rotate among persons who see it as desirable.</li> </ul> </li> <li>• Initial responsibilities               <ul style="list-style-type: none"> <li>- Offer assistance as needed.</li> </ul> </li> <li>• Employee expects more money               <ul style="list-style-type: none"> <li>- Donation/fundraiser for incentives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• "Burn-out" prevention               <ul style="list-style-type: none"> <li>- Cross training other staffers.</li> <li>- "Open door" policy</li> <li>- Adequate vacation time</li> <li>- Allow employee to take time.</li> <li>- Party</li> <li>- Employee Assistance – Psych.</li> <li>- Increase organizational skills</li> <li>- Massages/Stress busters</li> <li>- Upgrade office equipment</li> <li>- Fitness Center/Room</li> <li>- Training ops.</li> <li>- Raises as appropriate</li> <li>- "Help Desk"- resource/info. Line</li> <li>- Make over days/hair days</li> </ul> </li> </ul>

\* *Strategy Selected*

# **INCENTIVES**

*Rewards*

*Recognition*

*Responsibilities*

Rewards are material and psychological payoffs for working.  
Extrinsic rewards are payoffs granted to individual by other people.  
Intrinsic rewards are self-granted, internally experienced payoffs

## 1. Herzberg

Two factor theory of motivation: *satisfaction = motivation*

The elimination of dissatisfaction is not the same as truly motivating an employee.

Dissatisfiers come from job context or situation.

Satisfiers come from job content or the work itself: achievement, responsibility, recognition, advancement, the work itself and growth.

## 2. Job Design

Strategy One: Fitting Jobs to People

Realistic job previews

Job rotation

Limited exposure

Strategy Two

\*Job enlargement- increasing the number of tasks an individual performs, combining two or more specialized tasks to increase motivation (horizontal job loading)

\*Job enrichment – assigning more challenging tasks/responsibilities to help meet employees' higher level needs: redesigning jobs to increase motivating potential (vertical job loading)

-skill variety

-autonomy

-task identity

-feedback from job

-task significance

### 3. McGregor's Theory of X and Y

Supervisory style is based on how supervisors perceive people in general.

X- belief most people dislike work, avoid responsibility, & must be coerced to work hard;

Y- belief most people enjoy work, seek responsibility, and are capable of self-direction.

### 4. Maslow's hierarchy of needs

Level	Need	How it plays out in the workplace
Biological	Food, Shelter	Paycheck
Security	Protection from danger	Employee control and security over their own future
Social	Social Needs	Attention, group belonging acceptance by peers, love
Self-Respect	Recognition, achievement, status, sense of accomplishment	Challenge, provide variety, give praise
Self-fulfillment	Desire to use one's capacities to the fullest	

## Strategic Shift

1. Choose topic to be discussed.
2. Label chart paper in sets with the following categories: strategies, barriers, overcoming barriers, action plan.
3. Divide participants into equally numbered groups.
4. Participants begin at strategies. Each group brainstorms as many strategies they can within the time allotted. Do not reject any ideas at this stage because of possible barriers. Be creative, think out of the box.
5. Each group shifts to the next set of worksheets. (So they are no longer working with their own list) Through a group decision-making process, each group chooses one strategy. In the second column, labeled 'Barriers', they then brainstorm all the possible barriers to implementing the chosen strategy.
6. Groups continue through the steps of 'Action Plan' and 'Overcoming Barriers' in the same manner, working through the ideas scribed by other groups.

NOTE - at the conference workshop, the following modifications were made:

- a. I transposed the last 2 categories, 'Action Plan' and 'Overcoming Barriers'. I felt it important to end the exercise with an action plan, rather than a barrier.
- b. I had groups come back to their original list. Wanted groups to see through the implementation of their own ideas. This could also be done by limiting the number of groups to four (for the four stages in the exercise).
- c. I decided to give groups a little more flexibility and options by having them choose more than one barrier to overcome. Usually in the exercise, groups choose 1 strategy, 1 barrier, etc.